

**GEORGE MASON UNIVERSITY  
BOARD OF VISITORS  
EXECUTIVE COMMITTEE MEETING  
AND  
PUBLIC COMMENT SESSION**  
per Code of Virginia § 23.1-307

**Meeting of the Executive Committee  
April 2, 2020  
MINUTES**

**PRESENT:** Rector Davis, Vice Rector Hazel, Secretary Blackman, Visitor Moreno; Interim President Holton and Secretary *pro tem* Barton.

**ABSENT:** Visitor Roth

**I. Call to Order**

Rector Davis called the meeting to order at 9:19 a.m.

He thanked the Executive Committee members for convening in-person in order to meet the quorum requirements. Rector Davis explained that the full Board was afforded means of viewing and interacting remotely and provided instruction to members. He noted that the administrative team has worked to provide meaningful ways for the public to participate and provide comment.

Rector Davis recognized President Holton for her remarks.

(Attachment 1: Public Meeting Notice & Remote Access / Live Stream Information)

**II. President's Remarks**

President Holton provided a status report on the state of the University. She noted that the University was able to launch 5,200 online courses in one week of preparation time. She further noted the scale of which this was accomplished with 37,000 students participating and turning in tens of thousands of assignments through the Blackboard platform in just the first week. President Holton spoke to the cancellation of students returning to campus before the end of spring break and reduced the student dorm population from 7,000 to under 500. She noted that the students who are on campus are those in need of housing, international students or those who need to be on campus in order to continue their online education. President Holton noted that safety was the University's utmost priority and safe execution of allowing those students who needed to return, allowing those who needed to pack belongings etcetera was an endeavor. She further noted that the University continues to conduct research work and spoke to faculty who are currently working on COVID-19

vaccines with partners at other research institutions. She further spoke to faculty working on diagnostics, systems engineering and communications regarding COVID-19.

President Holton spoke to the Mason Students who have been responsibly social distancing and following guidance provided by administration. She noted that the staff has been teleworking with the exception of those who need to be present to provide critical functions for

the University. She spoke to the extraordinary change the University has undergone and the unity it has created in the process. President Holton noted a faculty member who reached out to a student who had not responded to an assignment requirement, and the University learned that the student was very sick with COVID-19. She noted that this was one of four confirmed cases among the student body, and further noted that the students did not have contact with the University during their contagious period. She spoke to the faculty member's diligence and through their efforts, the University was able to reach out to the family and provide additional support.

President Holton shared her experience in hosting her first virtual Employee of the Month recognition, in honor of Stephanie Kuhta, Administrative Coordinator in the Sport, Recreation and Tourism Management, within the College of Education and Human Development. She expressed her thanks to the Safety and Emergency Response Management team, and noted Dave Farris, Executive Director; Julie Zobel, Assistant Vice President, Safety, Emergency, and Enterprise Risk Management; Lisa Park, Executive Director, Student Health Services. She thanked the technology staff, Provost Wu, Deans, Faculty Senate, and noted the cohesive and collaborative efforts in working together to identify solutions.

President Holton spoke to transitions in the University's senior leadership team. She noted the appointment of Mark Ginsberg, current Dean of the College of Education and Human Development as Interim Provost, effective April 15. She spoke to current Provost, S. David Wu's departure to Baruch College in the summer and noted that he would be on campus and available to provide support to Interim Provost Ginsberg during the transition. President Holton spoke to the departure of Michelle Marks, Vice President of Academic Innovation and New Ventures who will be the next Chancellor of the University of Colorado Denver. She noted Vice President Marks' accomplishments at Mason and mentioned the ADVANCE Program. President Holton spoke to President-elect Washington's transition meetings with the senior leadership team.

President Holton spoke to Mason's Annual Giving Day, scheduled for April 2 and noted the change in the scope of Giving Day this year to help students in need who have been affected by COVID-19 to help them continue their online education. She further noted the establishment of the Student Emergency Assistance Fund to address student needs, and her hope for Board support towards the Fund. President Holton urged members of the public who may be in a position to help others, to give to the Fund, and noted that there were students whose sources of income have been completely interrupted by the COVID-19

pandemic. She spoke to the link for Patriot's Helping Patriot's availability on the University homepage, which also includes details regarding the Mason's response to the crisis through the "COVID-19 Response" link.

Rector Davis thanked President Holton for her remarks.

### **III. Economic Outlook Presentation**

Rector Davis recognized Jeannette Chapman, Director of the Stephen S. Fuller Institute and noted that the Institute is a source of information and analysis of the Greater Washington region's economy.

Director Chapman referred to her handouts provided in the Board materials and expanded on the projections for the region presented. She spoke to Figure 1. Annual Change in the Washington Region's GRP, 2007 – 2019 – 2024. She explained that Figure 1 which includes two forecasts, the green represented a 0.8% contraction in 2020 and the red represented a strong 3% rebound in 2021. She noted that the assumptions are critical because this was not a typical business cycle economic recession but is an economic recession due to a health crisis. Director Chapman spoke to the future economy in the region being dictated by the length and severity of the pandemic. She noted that unlike past recessions where the economic conditions determined the past and future economy, these projections are determined based on health outcome of the current response. She further noted that the somewhat optimistic forecast is due to the current measures and policies now, such as social distancing being sufficient for the next two months, with operations returning to normal after two months. Director Chapman noted that the new stay-at-home measure changes the forecast, which was a few days old. She spoke to the stay-at-home measures and noted that it will likely deepen the recession a little more, and hopefully that will mean a faster bounce back, assuming that the measure is more effective in stopping the spread.

She further spoke to the second forecast in red, which accounted for a slightly more severe or longer. pandemic. Director Chapman noted that it does not outline the maximum potential for decline, instead it outlined that as the pandemic becomes more severe or lasts longer the economic ramifications do not scale proportionately. She further noted that the result would be slower consumer confidence when the economy rebounds. She explained that it would double the economic rebound from 0.8% to 1.6% and it would slow the rebound in 2021. Director Chapman further explained that what is happening now has an additive effect on the contraction and on the rebound. She noted that adding another month to a shutdown does not simply add another month on the economic contraction, instead it makes the contraction more complex and harder to recover from.

Director Chapman spoke to immediate and long-term impacts of the COVID-19 pandemic. She noted that the first and most obvious impact is the economic uncertainty for businesses and households. She further noted that there is an economic cost associated because uncertainty makes it hard to plan, and people tend to postpone large investments and purchases. Director Chapman noted that the degree to which this last will depend on the

degree to which the pandemic lasts. She spoke to the productivity of the region due to loss of workforce and noted that the Washington region is a knowledge-based economy so it can function better than other regions who depend on manufacturing or goods production. She further spoke to the issues with technology and broadband that the region is expected to experience, and the cost of not being able to work efficiently. The third point Director Chapman spoke to the near-total shutdown of the leisure and hospitality, retail, and consumer service sector and its effects on the region. She noted that this is the first shutdown

of its kind in the region and affected one-fifth of the total jobs in the region. She further noted the increase in jobless claims with mitigating factors being that these jobs are generally hourly wage, part-time work, with lower level output associated with these positions, thus not affecting Gross Regional Product (GRP) too much and account for about 8% of the total output for the region. Director Chapman explained that while the ramifications for these households is extreme and unusual, the effect on the region's economy is smaller than the topline numbers imply.

She continued and explained that there was more downside risk to the forecast primarily because of the nature of the pandemic, since as it progresses it will become more complex and difficult to recover from. Director Chapman noted the four major reasons for this and four pieces that will follow on if the situations became worse. She spoke to a snow-ball effect that could potentially happen in the region, should the situation worsen and discussed the semi-shutdown in the tourism and service sectors could spread to other industries. She noted that as business are unable to plan, they would need to make adjustments and this effect would trickle to other sectors including construction and professional business service sector. Director Chapman spoke to the amplified effect on household incomes and net wealth; she added that this would fundamentally reduce consumer spending levels. She noted that the wealth lost thus far has been in the service sector which accounts for a small portion of the wealth in the region, however as the effects of the shutdown spreads it would be hard to recover from, meaning the Washington region post-pandemic spending would not return to pre-pandemic levels for the foreseeable future. She continued and spoke to consumer sentiment should the pandemic progress and become more complex, consumers will lose faith in the institutions and in the general ability to plan. She continued to note that this would alter consumer risk preferences and alternate their spending patterns moving forward, causing a ripple effect. Director Chapman spoke to economic bottlenecks that the Washington region may be susceptible to due to the decrease in international manufacturing. She noted that the bottlenecks will be determined by the length and severity of the pandemic.

Rector Davis thanked Director Chapman for her report and referred to the presentation which is available online through the BOV website ([bov.gmu.edu](http://bov.gmu.edu)) located in the "Meeting Agendas & Materials" tab.

#### **IV. Current Operations Overview**

Rector Davis recognized Carol Kissal, Senior Vice President of Administration and Finance to provide the University's current operations overview and the FY 2021 Financial Plan.

Senior Vice President Kissal spoke to the new macroenvironment and noted that it is unlike any business cycle. She further noted that the Washington region is normally insulated from economic downturn due to the federal government industry which is a stabilizer. She concurred with Director Chapman's presentation and spoke to decline in productivity following the longest expansion on record. She noted that the Washington region is expected to stall and there would be a decline in the service industry and the like. She further noted supply chain shutdowns which would directly impact the University's Capital Projects. Senior Vice President Kissal continued by speaking to higher education specifically and noted that all of the credit rating agencies have a negative outlook for the United States higher education as the COVID-19 outbreak increases downside risks as referred to on slide 4 of her presentation. She spoke to the challenges and noted that the outlook will be different for universities that have a strong operating performance and those with greater budget flexibility, stronger cash flow, stronger liquidity will be able to navigate the challenges; and further noted the challenge that will be shifting from a digital platform to in-class instruction again. Senior Vice President Kissal noted that the University has many of the qualities to weather the pandemic which has been reflected in the University's upgraded credit rating from Moody's to an "Aa rating". She further noted that the University has exceeded operating margins in the form of liquidity and debt ratios and noted the University's strong position with a caution that the University is greatly dependent on a quicker sustained recovery of the financial markets and expected enrollment decline in the fall which will have a direct negative financial impact.

Senior Vice President Kissal spoke to the University's current operations. She reiterated the extension of spring break to provide faculty time to prepare for the virtual platform and noted the transition of 5,200 courses virtually and further noted that on the first day there were over 140,000 Blackboard page views. She spoke to the special arrangements made for the performing arts and specialized labs where social distancing was possible. She noted the challenge of moving the University's workforce of 11,800 people to telework and further noted that guidance is provided on a regular basis. She further noted the changes in the way employees work to include processing work for the University and 100% virtual meetings through Webex and noted the adaptability of the employees in being able to do this. Vice President Kissal spoke to the strain on infrastructure, especially in technology and on the workforce.

She went on to speak of the University's many strengths and noted that with every crisis comes an understanding of what those are. She further noted those strengths as being the most affordable R1 doctoral institution in the Commonwealth and spoke to the fact that the students realize that value and purposefully choose Mason. She spoke to the University as being the largest and most diverse public research university, its climb in the rankings by 90 places in the past two years and the 64% enrollment growth which is the largest enrollment growth in the state in the last 10 years. She further spoke to the educational value and Return On Investment (ROI) for Mason alumni who earn the highest salaries in the state.

Senior Vice President continued and noted the University's strengths in operating procedure as a contributor to the economic driver in the region, strong growth in enrollment, and operating margins which have exceeded targets and have put the institution in a better position than some peer institutions. She further noted the challenges the University faces today and she listed them as: fewer resources than peer institutions, dependency on tuition, faculty and staff compensation gaps, and low tuition rates – while it is a strength, is also a financial weakness which limits the University's ability to invest in faculty and staff. Senior Vice President Kissal noted that while the University is meeting its challenges in virtual learning and telework, it has also highlighted the weaknesses the University has in manual processes and the lack of automation in processes. She spoke to the business and operational infrastructure has not kept up with the expansive growth. She noted that this specific challenge will have an effect on future research, faculty ratios and personnel.

Senior Vice President Kissal spoke to the University's short- and medium-term risks on slide 12 of her presentation, or what she referred to as "risk out to the summer" in regard to the COVID-19 pandemic. She noted the expectation of revenue and expense loss between \$48M to \$64M through which includes increased expenses related to technology for virtual instruction, increased support for students, the cost to clean and disinfect all of the buildings across the University's three campuses, revenue losses due to refunds for housing and dining, estimates for bad debt, cancelled events, and research. She spoke to medium term risks associated with enrollment and retention for the summer and fall terms which is projected to fall by 5% from the original 6-Yr Plan which translates to a potential revenue loss of \$25M - \$30M from planned enrollment. She further spoke to investment portfolio risk that may impact the George Mason University Foundation, which could further affect current year spending. Senior Vice President Kissal shared the University's short- and medium-term risk mitigation strategies which included unit and academic plans for investment needs in the fall and discussions of what non-critical initiatives can be deferred, cost-saving initiatives, possible new opportunities to drive revenue in the fall and expected public assistance from the federal stimulus which is an estimated \$20M. She spoke to the University's long-term risks and noted that the University has already experienced a rapid decline in international students, and further noted that this may have a slower recovery over the next few years. She further spoke to potential funding risks in regard to capital investment, specifically commitments from the Commonwealth for the Tech Talent Initiative Program and Arlington projects. She noted that given the strains on operating reserves it could affect the University's debt capacity, the ability to secure debt for key projects in the long term.

She further noted that the financial effects of the pandemic could diminish the University's capacity to drive philanthropy and hiring national talent for research or instruction. She spoke to long-term mitigation strategies and opportunities that can offset the downside risk and referred to the 2008 recession and the institutions that strategically spent and invested recovered more quickly versus the institutions focused on cost-cutting. She noted that the University was focused on leveraging capabilities in online learning, scaling more quickly and taking advantage of the current environment, in addition to seeking operational efficiency and capitalizing on the University's greatest strength which is affordability and

identifying new strategic initiatives to leverage that. She referred to the three Strategic Investment Initiatives the University has focused on in the 6-Yr plan and referred to slide 13 in her presentation. She spoke to the investments as needed for the University to move forward, they align with the University's mission and have not changed, however the risk factors are at a higher level and they may not be achieved in the planned timeframe. Senior Vice President Kissal spoke to the modification of plans adopted to the current environment and noted that the University would continue to focus on its mission, focus on the strengths, develop mitigation strategies, pursue opportunities, establish priorities, continue to invest in areas likely for success and move forward many initiatives as the University works remotely, instructs students virtually and adjusts to the new normal.

(Attachment 3: Current Operations Overview and FY 2021 Financial Plan)

**V. FY 2021 Financial Plan**

Senior Vice President Kissal moved on to discuss the University's Fiscal Year (FY) 2021 Financial Plan, which began on slide 16 of her presentation. She referred to a chart on slide 17 and noted that it is similar to a chart presented in February, however it had been updated with FY 2020 actual performance and the pace at which the University was achieving budgets. She further noted that in February the projection had included an operating surplus, however adjusted projections with regard to the COVID-19 pandemic show potential revenue losses between \$48M - \$67M. She discussed funds to help cover losses which include applications to the state and federal government for relief programs in the University's best interest. She noted that in FY 20 there could be \$20M of planned contingency reserved that could be used, and further noted unrestricted auxiliary reserves that are not tuition based but are generated from other business services provided on campus. She also noted that some carryforwards from previous years could also help to cover some of the estimated gap. Senior Vice President Kissal noted that some of those funds had some level of commitment for investment purposes and there would be repercussions that the University would need to understand in moving forward with diverting funds. She further noted that her team was in the process of examining the impacts of doing so.

She referred to her presentation on slide 18 which illustrates the Six-Year Academic Plan Submission to the state. Senior Vice President Kissal noted that the expectation was that the University would generate \$31.6M in revenue from tuition, which would be used for the priorities listed and further noted that the University had planned for the General Fund appropriations from the state would supplement the tuition revenue. She then spoke to the FY 2021 budget from the state legislature pre COVID-19 pandemic and their recommendation for a 0% in-state increase in undergraduate tuition. She further spoke to the University's Six-Year plan which assumed a 5% increase for in-state and out-state undergraduate tuition, faculty and staff compensation increases, additional funds for student financial aid, \$5.8 M for the Tech Talent Initiative to launch the School of Computing, \$84M for the Arlington expansion project, and \$10M in support for student enrollment and success. Senior Vice President Kissal moved on to note the figure on slide 21 which illustrated in the first graph the University's "Original 6-Year Plan" and in the second graph

the original state support provided in the budget labeled “Commonwealth Conference” which totaled of \$58M. She explained the comparisons in the figure and spoke to the third graph, “Commonwealth Conference With Tuition Moderation” which provided \$28.4M in new revenue. She then spoke to the fourth bar graph “post COVID-19” which included the proposed 5% tuition increase, assumed lower enrollment rate, state support, lower financial aid and institutional aid to total \$33.6M. She noted the use of funds on slide 22, the first figure “Original 6 Year Plan” assumed \$81.5M in funds for strategic investment and the second figure “Refined Budget Expenses” and noted the \$13M gap. Senior Vice President Kissal further spoke to the budget scenarios illustrated on slide 23 “Proposed FY 2021 E&G Overview (Revised)” and noted that the projections do not include stimulus funds or state assistance. She further noted that her presentation was meant to be informative, to provide a current operational overview of the University’s circumstances, fiscal realities and scenarios with regard to difficult decisions the University will be faced with in the future. She recognized the hardships that many were facing during the COVID-19 pandemic and spoke to the refunds to be provided for full-time students, and further noted that the refund checks would be processed before the end of the semester. Senior Vice President Kissal concluded her presentation and opened the floor for questions.

Visitor Rice asked for clarification on slide 23 in regard to the “Post COVID-19” column and inquired if the title “Post COVID-19” meant after the start of the pandemic or the state of the University following the COVID-19 pandemic, for example in a year’s time. Senior Vice President Kissal responded and provided that the estimates and projections provided spanned through the end of the summer and some fall erosion in enrollment and retention.

Rector Davis thanked Senior Vice President Kissal for her presentation and noted that there were still many factors to consider regarding the potential tuition increase. He spoke to the student feedback during the Public Comment time, the special session of the state legislature on April 22, which could impact the University budget. He also noted that the regularly scheduled Board meeting of May 6 would be postponed for a couple of weeks in order to get a clearer picture of the situation and to make the best decisions for University. Rector Davis spoke to the intention of the meeting as being informative, to provide an update of the current state of the University, the options and challenges the University faces. He noted that the Board will defer making any decisions on tuition until more information is gathered from congress and the state legislature.

## **VI. Public Comments**

Rector Davis moved to the Public Comments portion of the agenda and thanked those attending virtually for their patience with the delay and the technical issues encountered.

He provided guidance for public participation and noted that those who registered to provide verbal comment would be called upon in the order in which they registered. Rector Davis further noted that for those who chose to provide in-person feedback, due to the COVID-19 gathering restrictions, they were asked to enter the meeting room when called upon and asked to exit the room once they concluded their remarks. He spoke to remote participation and asked that they mute their mics in order to limit sound disruptions until they were called upon to participate. He noted that once called upon, the moderator will un-mute their



microphone, and re-mute once they concluded their comments. Rector Davis spoke to the option to provide comments through the WebEx chat feature and noted that all chat comments submitted will be provided to the Board and included in the public record for the meeting. He noted that public comment would be accepted through e-mail or written mail until the Board convenes to vote on May 20; and further noted that the Board appreciates comments and proposals from the University community. He further spoke to public participation and noted that if time permitted the floor would be opened for further public participation from those who have not registered using the “raise hand” feature on the Webex platform. Rector Davis also reminded the public that the written comment form is open and available on the Board of Visitors website (*bov.gmu.edu*), and that it would remain open through the end of the session [as an addendum: please note the public comment form on the BOV website will remain open until the May 20, 2020 Board meeting].

In order of registration, the Rector proceeded to call upon the first registrant, Scott Joy. Rector Davis asked him to use the “raise hand” feature if he was present, Mr. Joy did not appear to be present. Rector Davis noted that if Mr. Joy subsequently joined that he would be provided time, he then moved on to the next registrant.

Rector Davis recognized the next registrant, Shuaib Ahmed, a Mason student. Mr. Ahmed was not present at the time.

Rector Davis moved on to the next registrant, Malcolm Evans.

#### VERBATIM MINUTES START

**Malcolm Evans:** Hi can you hear me?

**Rector Davis:** Yes, we can. Thank you for your patience.

**Malcolm Evans:** So, I’ve listened to everything. I’ve been here since the beginning when you guys were having technical difficulties. So, I am a senior at Mason. I’ve been going here for two majors and if there is a five-percent increase in tuition, I can’t afford to go to school anymore. And that’s the same thing with my girlfriend too who is “out of state”. I’ve been listening and it’s hard for you to see that you guys. You don’t see the forest through the trees. The pandemic doesn’t care about the budgets that we’re setting, or the projections that we currently have, and you guys are doing the best that you can. But I’m about to be evicted from my home because I was laid off a few days ago, a few weeks ago. And it’s hard to even want to go to school or continue to do schoolwork when I know I’m going to be evicted on April 6<sup>th</sup>. And I don’t have anywhere to go. It’s not just me, it’s a lot of students like us because we don’t have any more income. Raising rates is really out of touch, and do you really want to be the school that raises rates in the middle of a global pandemic and economic depression? It’s kind of greedy. Okay, so, I actually wrote a couple of things, sorry. Because of the pandemic and accompanying economic fallout, many students and their families have the diminished ability to pay for school. They’ve either lost their jobs or have their incomes severely cut. And the pandemic isn’t just going to last through like April or like the summer. The government is expecting this to be a multi-year thing estimates are saying up-to 18 months or 24 months. And the vaccine is nowhere to be found. At the end of this, a lot of, many of the students will not be coming back because

they've either been priced out or God forbid, they might be dying in this catastrophe. Plus, student's parents that have lost their jobs can't pay for the student's education, but we also shouldn't expect the parents to pay for the student's education. My parents aren't helping me. My girlfriend's parents aren't helping her, and she's got to pay a lot more than I do and she isn't coming from as privileged a background as me. She has to pay three times as much. It's hard to see all this as happening and I think the best thing that Mason can do is shutdown. It's hard to hear and it's hard to grapple with, but the longer the pandemic goes on, the more economic fallout will happen and the jobs that we lose today won't come back for a number of years. Should I have to force myself to work in this pandemic in order to pay for school? And risk my life? And not just me, other students. Unfortunately, that's the reality here. I was working, but I can't anymore. And if I go out to try to pay for school, if you guys raise rates, then I'm just not going to show up again. I know what that means for my life. I won't get a bachelor's degree. I have all this massive debt that I can't pay off, but I'm not going to go to school just because you guys want ... because it's hard for the University to recoup losses. I'm not going to risk my life to do that. It's unfair.

**Rector Davis:** Malcolm, thank you very much. That is a very helpful comment for us. It gives us a perspective that you don't necessarily get around the Board room. I just have to say, it's tough to call Board members greedy.

**Malcolm Evans:** I'm not calling you all greedy. It's optically, that's how it seems.

**Rector Davis:** I got you. No, I hear you. Look, we're in this together. This is something we hadn't expected, and I think your perspective is an important perspective as we weigh this. This is why we are putting off the decision as long as we can. Obviously, our intent would be to do as little with tuition as we can, and yet, at the same time have the University survive and do the things we have to do. So, I appreciate your perspective very much, and thank you.

The next person we have is Santiago Alfonzo Meza.

*Mr. Meza was not on the call at the time he was recognized by Rector Davis.*

Is Scott Joy back on, or Shuaib Ahmed?

*Mr. 's Joy and Ahmed were not on the call the second time they were recognized by Rector Davis.*

The next is Sancia Celestin.

*Ms. Celestin was not on the call at the time she was recognized by Rector Davis.*

Sara Deriso. Sara we are unmuting you now. Thank you for your patience and thank you for your comments in advance.

**Sara Deriso:** Alright, thank you. Hello Board members. My name is Sara Deriso and I graduated from George Mason in December of 2019 with a bachelor's degree in government and political communication. I'm also a member of transparent GMU and Mason For Survivors, and I'm also a student coordinator with Partners for College Affordability and Public Trust. Today I am encouraging the Board of Visitors to accept the tuition moderation plan. Mason is now receiving \$4.6 from the Commonwealth for this plan.

Students and their families are suffering immensely from the COVID-19 pandemic due to a number of circumstances. Students and parents are losing work, and the economic consequences of this pandemic will impact my generation for years to come. In the past ten years, tuition and fees in Virginia has risen 72%, and tuition at Virginia state universities is ranked sixth in the nation. I graduated from GMU a few months ago, but I am now worried about finding employment in my field, when the world enters an economic depression. Although I do not pay tuition anymore, I'm encouraging the Board to help my friends and fellow peers at Mason from more financial hardship than what they are already facing. I would also like to inform the Board of Visitors that Transparent GMU lobbied for legislation in the General Assembly this year for greater transparency of donor agreements. Since 2014 students have been fighting for transparency at GMU and we've finally won this legislation that is soon to be signed by the Governor. I would also like to ask all Board members to please read the letter to the editor published in the student newspaper, The Fourth Estate, on March 23<sup>rd</sup>. There are major problems at GMU in the Title IX department that must be addressed. No survivor of sexual assault should be retraumatized by their university that is supposed to protect them. GMU has failed and harmed so many survivors of sexual assault, including myself. And I really encourage all members at Mason to please read this letter in the Fourth Estate about the horrible things that are happening in our Title IX department. I'd like to thank you for your time, and please accept the tuition moderation plan to help students and families at Mason. Thank you.

**Rector Davis:** Sara, thank you for your comments and thank you for your patience.

That concludes the list of those that were registered to speak. We have a number of individuals who have provided written comments that will be entered into the record and read by the Board members.

We have a raised hand. Jasmine Johnson, we're going to "unmute" you, and thank you for your patience and for being with us today. Jasmine you're on. Jasmine are you there? Not here. We have "unmuted" you from here it appears. Did we get Jasmine? Jasmine we have you "unmuted", but we don't hear any sound. Did she type in something?

**President Holton:** Rector Davis, this is Anne Holton. Malcolm Evan's says that Jasmine is with him. If you can "unmute" Malcolm Evans, I believe she can participate.

**Jasmine Johnson:** Hello.

**Rector Davis:** You're on. Go ahead Jasmine. Thank you for your patience.

**Jasmine Johnson:** Hi, sorry about that. I don't know what was going on with that microphone.

**Rector Davis:** We're still trying to figure the whole thing out. So, this is all new to all of us. But thank you again for your patience.

**Jasmine Johnson:** Thank you so much for trying to work that out. I would like to start by I am a senior that attends George Mason right now, and I am an out-of-state student. And right now, I feel that a raise in the tuition rates and fees would be very hard for someone like me. And also, other students that are in my circumstances. I am not guaranteed to get

scholarships to pay for the tuition and fees that would be raised. I'm not even guaranteed to get the scholarships that I've received previously, for this year even. Raising tuition and fees during this pandemic would be very stressful for students like me. I have no real certainty of how I would be able to pay for school next year. There's not even certainty on my life. This is extremely stressful for me as a senior trying to finish my degree in the next year. Even though I understand that these are unforeseen circumstances, and I'm sorry that this is happening the way it is, the honest to God truth is that nothing is certain and if tuition and fees are to be raised right now, I know that there's a number of students whose parents are not able to back them. And I think that there's always an expectation that as a college student, our parents are going to be our backers. If something happens, say for instance just right now, if the economy is crashing, that we'll be able to go home. And live with them and they'll be able to provide for us. And have to take all of the hardships that we would have to essentially experience on our own, if we didn't have them. But there are already students that do and parents that cannot pull them up. Even though they may be their "go-to" if something were to happen. And I would suggest, if I could, to the Board, to not raise these fees and talk to students more. Maybe ask for their opinions and see their circumstances, to find out just how many students really are going through extreme hardships. Just like how the University has this fund out right now trying to see the needs of all of these students right now who may be possibly evicted or otherwise not able to pay their bills. But also have an understanding that having these types of financial backgrounds and circumstances, their socioeconomic background may be embarrassing to them. And not expect them really be able to come forward with their socioeconomic background, without having to have to feel embarrassment or possibly having to put too much of their information out there with not much idea of what they would receive in return. And make them feel safe.

**Rector Davis:** Well thank you very much. That's why we're postponing this decision we want to obviously do everything we can to make sure that our students are taken care of. We also have a series of bad choices; we just don't know what the final numbers will be at this point. But I think that hearing from you, and that perspective I think is important in the Board's minds as we come to this decision. And I thank you very much for your patience and your comments.

**Jasmine Johnson:** Thank you.

**Rector Davis:** Do we have anyone else that's waiting? We do not have any other "raised hands" at this point. So, I will close this and again note that an email to the Board of Visitors will be considered part of the record any time before our meeting in May. We remain open for comments. Our economic and financial circumstances are fluid between now and the decision-making time obviously. But I will close the Public Comment period at this time, and that all those that have participated, and are viewing the meeting remotely.

VERBATIM MINUTES END

(Attachment 4: George Mason University Board of Visitors April 2, 2020 Public Comment Session – Written Comments)

## **VII. Board Discussion**

Rector Davis moved to the Board Discussion agenda topic.

Rector Davis opened the floor for discussion and input and provided guidance on how to do so through the Webex Platform.

He reminded members that the Board received limited information and noted that though Senior Vice President Kissal outlined options of the University that there would be a more robust discussion in the next six weeks when more information was available. He reiterated that the Board was a long way from a final decision. He asked President Holton for her input and understanding of what was discussed in the legislature and noted that his understanding was that the proposed \$4.6M from the Commonwealth in the tuition moderation plan was at risk.

President Holton noted that all of the proposed support from the Commonwealth for the University was at risk. She noted that the Governor publicly announced that all new spending was on hold, and that the state budget deficit could be \$1B or more. She spoke to the state legislature's efforts to adjust the budget, which could be offset with some federal relief. She noted that there were severe constraints at the state level which will affect everything including funds for state employee raises, the funds proposed for student support and enrollment, funds for tuition moderation, Tech Talent initiative support, and funds for an increase in financial aid. She further noted that all agencies were noticed by the Governor's office that all new monies were being reviewed and considered, and that the University would not have further information until April 22.

Rector Davis noted that he was open to another opportunity for the public to provide comment following the April 22 Reconvened Session of the legislature. He further noted that the University would have a more complete picture of the budget situation and understand what the tradeoffs would be for the University. He spoke to continuing the budget discussion and added the public comments were very helpful for Board deliberations.

Rector Davis again opened the floor for input. Visitor Witeck commented adding that the public comment provided regarding hardship was very sobering and honest. He noted that the University's students are among the brightest and best, who struggle against life circumstances. He further noted that the examples brought to the Board directly were very helpful.

Rector Davis thanked Visitor Witeck for his input and noted that student input was very important for the Board when they are faced with numbers. He further noted that the decision to be made was not about numbers but was about real people who have made an investment and commitment in this University.

Rector Davis opened the floor for further discussion. There was none.

He noted that the regularly scheduled May 6 Board meeting was tentatively rescheduled for Wednesday, May 20, 2020 which would allow the University to adopt budget plans in light of the legislative session.

President Holton added a reminder for students that the University established a Student Emergency Assistance Fund. She urged students to let the University know how to help and noted that there was over a \$1M in requested for those funds, but that the University was working to fundraise and to meet student needs. She noted that the funds have helped a number of students through that source and urged those in need to apply, and to communicate needs to the University. President Holton spoke to the University community and asked those who were able to contribute to the emergency fund to donate.

Rector Davis thanked President Holton and reiterated the continued tuition and fees discussion and noted that the Board and the University community were in this together. He further noted that there would be difficult decisions ahead and spoke to a unified approach regarding the future of the University.

#### **VIII. Adjournment**

With no other additional business matters to come before the Executive Committee, Rector Davis adjourned the meeting at 10:36 a.m.

Respectfully submitted,



Leslie Barton

Secretary pro tem

(Attachment 1: Public Meeting Notice & Remote Access / Live Stream Information)

(Attachment 2: The Economic Impact of the Coronavirus Pandemic in the Washington Region–Forecast as of March 30, 2020)

(Attachment 3: Current Operations Overview and FY 2021 Financial Plan)

(Attachment 4: George Mason University Board of Visitors April 2, 2020 Public Comment Session – Written Comments)

**Board of Visitors**

**April 2, 2020**

**Page 15**

*To provide public comment and/or participate, please note:*

*Due to the COVID-19 outbreak and restrictions on public gatherings, additional measures are being implemented to minimize interpersonal contact and maximize social distancing among participants. Measures include directives from the Governor of Virginia, as well as recommendations from the Centers for Disease Control and Prevention (CDC).*

*As such, in-person attendance will be limited. We encourage submitting comments in advance and participating remotely. To submit comments and for remote web streaming information, please visit the Board of Visitors website ([bov.gmu.edu](http://bov.gmu.edu)).*

*For those who choose to provide in-person verbal comments:*

*Registration information is provided through the Board website ([bov.gmu.edu](http://bov.gmu.edu)). Comment will be received during the “IV. Public Comments” portion on the agenda, at the discretion of the Rector. We suggest all those registered to provide verbal comment arrive at the beginning of the meeting, as the timeframe provided is for planning purposes only. Once all verbal comments are provided to the Board, no other public comment will be received during the meeting.*

## **PUBLIC MEETING NOTICE:**

### **George Mason University Board of Visitors Executive Committee Meeting And Public Comment Session April 2, 2020**

On April 2, 2020 the Executive Committee of the Board of Visitors of George Mason University will meet and host a Public Comment Session to receive input on proposed undergraduate tuition and mandatory fee increases for the 2020-2021 Academic Year (as mandated by Virginia codes § 23.1-307.D and § 23.1-307.E). The meeting will take place on the Fairfax campus, Merten Hall, Hazel Conference Room (1201), 8:30 – 11:00 a.m.

At this session, Carol Kissal, Senior Vice President for Administration and Finance, will present the proposed FY 2021 Financial Plan. Following this presentation, the Board will receive public comment on tuition and fees. The full agenda and meeting materials are available on the Board of Visitors website (bov.gmu.edu), in the “Meeting Agendas & Materials” page.

### **COVID-19 PRECAUTIONS**

Due to the COVID-19 outbreak and restrictions on public gatherings, additional measures are being implemented to minimize interpersonal contact and maximize social distancing among participants. The following measures include directives from the Governor of Virginia, as well as recommendations from the Centers for Disease Control and Prevention (CDC):

- The session will be live streamed online for remote access (details below under “Remote Access/Live Stream Information”)
- Additional nearby spaces will be used as overflow and will have a live stream of the session.
- All seating will have a minimum of 6 feet of separation.
- Capacity in the primary meeting room and the overflow rooms will each be limited to 10.

**Members of the public are highly encouraged to access the session remotely. Details for accessing this stream can be found in the “Remote Access/Live Stream Information” section below.**

### **PUBLIC COMMENT**

To submit written comments and/or register to speak during the April 2, 2020 Board of Visitors Public Comment Session, please complete the following registration and comment form in its entirety: <https://forms.gle/ZbUgMNPjQFKT3eXt7>.

All public comments must be limited to the topic of undergraduate tuition and mandatory fee increases. The Board will hear speakers in the order in which they registered through the registration and comment form. Due to time limitations, each speaker will be limited to 3 minutes, and not all registrants may have the opportunity to speak. Therefore, it is highly encouraged to provide comments in writing through the form. Please note that all verbal comments provided during the meeting, and written statements received through the registration and comment form will be provided to the Board and included in the public record. The registration and comment link will remain open until April 2, 2020 at 11:00 a.m.



## REMOTE ACCESS/LIVE STREAM INFORMATION

### Option 1: GMU-TV

A live broadcast of the session will be available at <https://gmuv.gmu.edu/live-broadcast/>. The GMU-TV broadcast will not offer the ability to provide verbal comments, but for those wishing to only observe the session, this can be streamed from any device's web browser.

### Option 2: Webex

If you would like to remotely provide verbal comments for the board, you may join the session via Webex. If you wish to observe the session without providing comment, you may still join the Webex event, however the GMU-TV broadcast outlined above will be simpler option to access. To provide verbal comments via Webex, you must still register in advance using the registration and comment form detailed in the "Public Comment" section above. Upon joining the Webex session, your device's microphone will be automatically muted. If you have registered to make verbal comments, the moderator will unmute your microphone when the Rector selects you to speak. For additional information on joining a Webex Events session, please see the guide located at: <https://help.webex.com/en-us/kwmj5eb/Join-a-Cisco-Webex-Event>

#### A. Webex Login Information:

Click the following link:

<https://gmu.webex.com/gmu/onstage/g.php?MTID=e9b9007dc56fb01589594743867785ab7>

Event number (Access code): 614 584 159

Password: aprilbov

#### B. Webex Audio Conference Information:

To listen to the audio of the session over a telephone, dial:

+1-415-655-0003 (US Toll)

Or

+1-202-860-2110

Enter the access code: 614 584 159

\*Please note: Due to the nature of Webex Events, verbal comment cannot be offered over the phone via the Audio Conference option. If you would like to make remote verbal comments, please join the session via the Webex link above from a computer (that is equipped with a microphone) using your web browser, or through an iPad or other mobile device using the Webex Meetings application.

Pursuant to § 2.2-3708.2.D.2, to report an interruption in the video broadcast, please call Mason Information Technology Services' support line at (703) 993-8870.

Pursuant to § 2.2-3708.2.D.6, the Virginia Freedom of Information Advisory Council public comment form may be accessed at:

<http://foiacouncil.dls.virginia.gov/sample%20letters/Elec%20Mtgs%20public%20comment%20form%202013.doc>

## UPDATES

Please check the Board of Visitors website (<https://bov.gmu.edu/>) for any updates to the Public Comment Session.

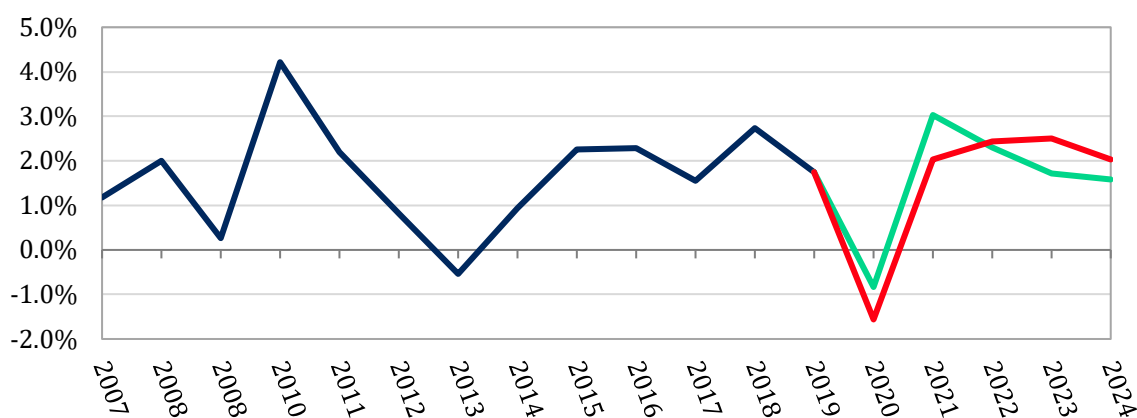
## The Economic Impact of the Coronavirus Pandemic in the Washington Region

Forecast as of March 30, 2020

With the continued worsening of the pandemic in the Washington region, the economy is projected to contract 0.8 percent in 2020 and rebound 3.0 percent in 2021 assuming that 1) the current containment strategies are sufficient, 2) normal business operations return in July and 3) consumer confidence and spending returns quickly. The regional outlook continues to have considerable uncertainty and even a modestly longer or more severe pandemic would result in a significantly larger contraction and a slower recovery.

Figure 1. Annual Change in the Washington Region's GRP, 2007 – 2019 – 2024

Forecast 1: Current Containment Strategy Successful by July & Quick Return of Consumer Sentiment  
Forecast 2: Containment Period Lasts into Fall & Slower Return of Consumer Sentiment



Source: The Stephen S. Fuller Institute at the Schar School, GMU

### I. Immediate Impacts of the Pandemic

#### Increased Uncertainty

Firms and households will postpone major decisions, some investments, and/or durable goods purchases until after the pandemic is controlled. If the pandemic is controlled within 1-3 months, many of these activities will resume relatively quickly.

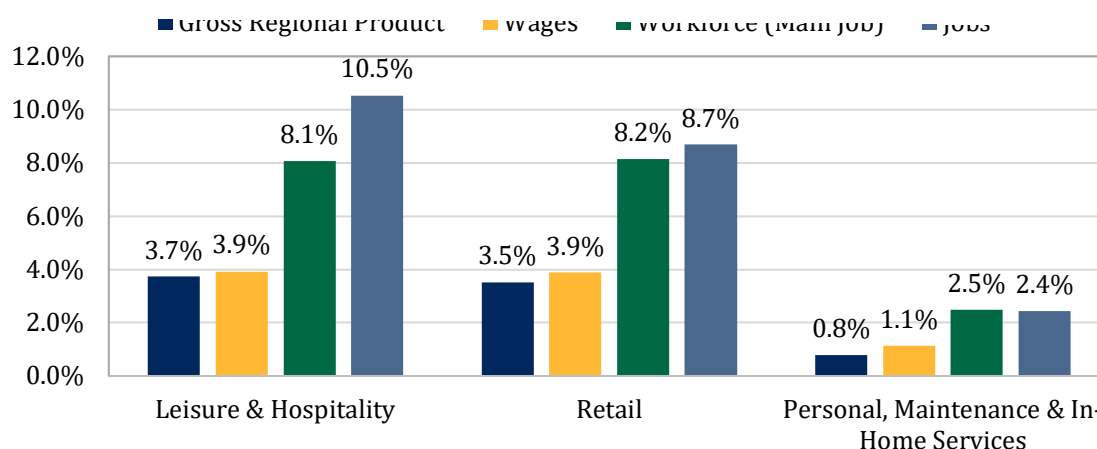
#### Lost Productivity from Professional Workforce

Workforce disruption and work-from-home policies or mandates have reduced the productivity of the professional workforce. While the Washington region's industries are somewhat better able to accommodate a remote workforce than other metros in the U.S., regional output has been reduced because of inefficiencies.

#### Shutdown of Leisure & Hospitality, Retail & Consumer Services Sectors

A near-total shutdown of these industries (Figure 2 on page 2) was in effect by mid-March. These sectors represent 18.7% of the region's workers (593,000 workers), 8.0% of the region's economic activity as measured by Gross Regional Product (GRP) and has accounted for the majority of pandemic-induced economic contraction so far.

Figure 2. Tourism & Consumer Services Industries as a Share of Economic Activity  
Washington Region, 2018



Sources: Bureau of Economic Analysis; Bureau of Labor Statistics; American Community Survey; The Stephen S. Fuller Institute at the Schar School, GMU

## II. Downside Risks of a Worsened or Prolonged Pandemic

### Semi-Shutdowns of Other Sectors

A more severe or prolonged pandemic that lasts past July would deepen the productivity losses associated with the region's professional firms, increase credit and financial constraints, and disrupt supply chains beyond the manufacturing and transportation sectors. As a result, the region's Construction, Professional & Business Services, Financial Activities, and Non-Profit/Association sectors would materially reduce output.

### Income and Net Wealth Loss

The pandemic's immediate effects on net wealth have varied significantly by household but have thus far been isolated to Leisure & Hospitality, Retail and Consumer Service worker wages and stock/equity investments. In aggregate, these represent a small share of all disposable spending in the region and their loss or volatility is not likely to lead to changes in consumer demand after the pandemic is controlled. A longer pandemic would affect a larger share the region's industries and their worker's wages. As a result, post-pandemic consumer spending would not recover to its pre-pandemic level even after the health crisis is resolved.

### Consumer Sentiment

If and when consumers return to the pre-pandemic spending will depend not only on how much income or wealth was lost but also on consumer sentiment. The pandemic, or the institutional response to it, may weaken consumer sentiment and result in a slower recovery. This is a more likely scenario if the pandemic worsens or lasts into the summer.

### Economic Bottlenecks

The Washington region is less susceptible than other parts of the U.S. to the supply chain bottlenecks that have been caused by decreases in international manufacturing. However, economic bottlenecks from postponed activities will affect the region to some degree. The magnitude of these bottlenecks and how fast the region can catch-up from them will be determined by the length and severity of the pandemic.

# GEORGE MASON UNIVERSITY BOARD OF VISITORS

Executive Committee Meeting  
& Public Comment Session

April 2, 2020 | Office of the Senior Vice President

# Current Operations Overview

# Current Macroeconomic Environment

- Market liquidity and credit impact
- Federal Reserve actions to mitigate risk
- Pandemic ended longest business expansion on record<sup>(1)</sup>
  - National economy contracts 0.2%; DC region economy stalls, increasing 0.1%<sup>(1)</sup>
  - Initial Jobless Claims at 3.28M (prior record 695K (10/82))<sup>(2)</sup>
  - Hardest hit: service industries that rely on discretionary spending and/or with strong international ties <sup>(1)</sup>
- Supply chain “shut downs” will impact Capital Projects costs and schedules

(1) Stephen Fuller Institute, GMU “The Effects of the Coronavirus Pandemic on the Washington Region’s Economy” 3/18/20; assumes operations effected through 5/2020

(2) Week ending 3/28/2020; Public Financial Management email Market Information 3/27/20

# Moody's Investor Service Outlook: Negative for US Higher Education

- Coronavirus outbreak increases downside risks:
  - Universities' response reduces revenue and increases expenses. Impact immediate; duration unknown
  - Enrollment uncertainty for FY2021
  - Risks to multiple revenue streams; potential erosion to balance sheets
- What could change the outlook?
  - A sustained recovery in financial markets
  - Reversal of economic slowdown in late 2020
  - Stable enrollment for fall 2020

# Current GMU Operational Environment

- Remote Learning Achievements
  - 5,200 virtual courses; 140,000+ Blackboard page views on first day
  - Special arrangements for fine arts, specialized labs, and similar
- Teleworking Workforce
  - 11,800 workforce remote working
  - Only essential staff on campus (physical presence required)
  - Complex assessment of deployment, development, and resource utilization
- Technology Strain and Successes
  - Strained bandwidth and infrastructure
  - Rapid development and deployment achieved
- Planning to Manage Operating Losses and Refunds



# GMU Strengths

- Most affordable public Carnegie R1 doctoral institution in Commonwealth
  - Undergraduate in-state tuition is 35% below its closest peer
- Largest and most diverse public research university in VA
  - 28% first generation; 53% racial/ethnic minority
  - Drove 64% of net public university enrollment growth (2010-2019)
  - Risen 90 places in rankings over the last two years
- Mason is a great investment:
  - 6-year graduation rates exceed national averages
  - 5 years out, Mason alumni earn among the highest salaries in VA

## GMU Strengths (cont.)

- Intellectual; Innovative; Proven economic driver
- Strong R&D partner, supported by Carnegie R1 research status
- Strong Enrollment & Demand:
  - Over past five years, freshman applications increased 33%
  - Half of applicant pool is early decision
- Mason Moody's rating of Aa3
- Annual operating margins exceed key target percentages
- Faculty ability to institute virtual instruction

# GMU Challenges

- Fewer Commonwealth resources compared to peer VA doctoral institutions:
  - 74% of State general fund resources per undergrad student
  - Faculty & staff compensation is the among the lowest against peers
- Tuition is among the lowest of peers (though drives affordability)
- Manual Processes:
  - Challenging transition to telework
  - Lack of automation; overly transactional environment
- Business and operational infrastructure has not kept up with growth:
  - Personnel, Technology, Processes, Research, Faculty Ratios

## GMU Risks: Short / Medium Term

- Financial impact of COVID-19:
  - Expenses and Revenue Losses estimated from \$48M to \$69M through FY20
- Enrollment & Retention challenges
  - Post-COVID FY21 undergraduate enrollment preliminary projections may be down 5% from original 6-Yr Plan and 2% from FY20 budgeted enrollment
  - This translates to a range of \$25M-\$30M potential revenue loss from planned enrollment growth pre-COVID
- Lost revenue streams (events, summer school, etc.)
- Investment portfolio risk
- Construction and other project delays
- Uncertainty in Commonwealth E&G appropriations

## Risk Mitigation Strategies: Short / Medium Term

- Stand up Summer Initiatives online
- Defer non-critical initiatives
- Continue prioritized strategic investments
- Cost savings and reductions where necessary
- Identify new opportunities for high-ROI investments
- Public assistance and recovery funds and allocations
  - Estimated \$20M from Federal stimulus, based upon Pell enrolled
  - Other funds expected

# GMU Risks: Long Term (2021 - Forward)

- Ongoing Enrollment challenges
    - Most acute with international students
  - Funding at risk:
    - E.g.: Commonwealth budget, IDIA and TTIP funding, etc.
  - Reduced ability to secure debt
  - Disruption in higher education landscape
    - E.g.: delivery modality changes
- Diminished Fundraising
  - Workforce retooling for a new normal
  - Workforce depletion; hiring and re-hiring challenges
  - Continued broader economic downturn

# Risk Mitigation Strategies: Long Term

- Potential deep dive into / leapfrog efforts for online learning:
  - Transcend WebEx to sophisticated online experiences
  - Scale quickly to leverage opportunity
- Operational efficiencies and effectiveness
- Capitalize on our affordability
- Develop niche, tech talent, and high-opportunity programs
- Reimagination of strategic initiatives under new leadership

## Strategic Investment Initiatives – 6-Yr Plan July 2019

Initiative	Investment	Risk	Severity of Risk
1. Access & Affordability: <ul style="list-style-type: none"> <li>• Increase Student Financial Aid &amp; Scholarships</li> <li>• Accessible Pathways to Success: ADVANCE &amp; Online Education</li> </ul>	\$16.2M	Enrollment & Retention	High
2. Student Success Initiatives: <ul style="list-style-type: none"> <li>• Continued implementation of Student Experience Redesign</li> <li>• Expanded funding for student life (career coaching, advising)</li> <li>• Enhanced programming for at-risk students</li> </ul>	\$2.0M	Lack of investment in student success	High
3. Academic Excellence: <ul style="list-style-type: none"> <li>• New and enhanced programs: \$2M</li> <li>• New tenure/tenure-track faculty lines to provide instruction &amp; support historic enrollment growth: \$5M</li> </ul>	\$7.0M	Erosion of academic quality	High



# Strategic Investment Initiatives – 6-Yr Plan July 2019

Initiative	Investment	Risk	Severity of Risk
4. Talent Ecosystem: <ul style="list-style-type: none"> <li>Support Competitive Compensation, 3% salary increase: \$16.4M</li> <li>Mitigate Salary Compression &amp; Market Equity issues               <ul style="list-style-type: none"> <li>➤ Faculty: \$12M (multi-year strategy)</li> <li>➤ Classified Staff: \$15M (multi-year strategy)</li> </ul> </li> </ul>	\$43.4M	Inability to Recruit & Retain talent	High
5. Research Excellence: <ul style="list-style-type: none"> <li>Support Carnegie 1 Research Infrastructure: \$3M</li> <li>Research Faculty Hiring: \$5M</li> </ul>	\$8M	Carnegie 1 Research Designation	Medium
6. Innovation & Economic Prosperity <ul style="list-style-type: none"> <li>Tech Talent Initiative               <ul style="list-style-type: none"> <li>➤ IDIA, School of Computing, and Increased Production of Tech Talent Bachelors &amp; Masters Degrees</li> </ul> </li> </ul>	\$235M over 20 years	Ability to be regional economic engine	High
7. Institutional Effectiveness <ul style="list-style-type: none"> <li>Optimize organizational design &amp; decision processes to support organizational efficiencies &amp; academic excellence</li> </ul>	\$5M	Inefficient use of scarce resources, sub-optimization of employees	Medium

## Plan to Move Forward

- Implement Mitigation Strategies
- Maintain Strategic Investment Initiatives
- Diversify Revenue Streams
- Pursue Online Opportunities
- Pursue Tier 3 Designation
- Effectiveness, Efficiency, and Innovation
- Prioritize Adaptability and Fiscal Nimbleness

# FY 2021 Financial Plan

## FY 2020 Q2 Actual and Budget

<i>Cash basis, in 000's</i>	FY 2019 Actual	Q2 FY 2020 YTD	FY 2020 Budget*
<b>Total Revenue</b>	<b>\$1,079,470</b>	<b>\$649,435</b>	<b>\$1,215,000</b>
Net Tuition and Fees	\$433,595	\$251,215	\$448,700
State Appropriations	136,249	80,496	154,800
Grants & Contracts	193,085	108,516	212,500
Auxiliary Enterprises	238,989	141,043	257,600
Other Operating Revenue	55,031	50,909	51,400
Capital Grants	22,522	17,256	90,000
<b>Total Expenses</b>	<b>\$1,027,434</b>	<b>\$573,916</b>	<b>\$1,215,000</b>
Salaries and Wages	\$428,384	\$235,494	\$481,273
Fringe Benefits	122,173	63,723	158,283
Direct Expenditures	476,877	274,699	575,444

- FY 2020 Budget adjusted from earlier presentations to remove \$32M estimated value of GMUF activity that will not flow through GMU financial statements (i.e., amounts paid directly to other GMU affiliates or third parties on GMU's behalf) to provide more meaningful comparison to YTD actual results.

FY21-FY22 Biennium Budget Requests  
*Six-Year Academic Plan Submission*

Mason Priority	Mason Strategies	Mason FY 2021	General Fund FY 2021	Mason FY 2022	General Fund FY 2022
1	Provide Affordable Access for All Students	\$5.0M	\$5.0M	\$6.5M	\$6.5M
2	Support Salary Compensation Increases	\$8.5M	\$8.5M	\$8.9M	\$8.9M
3	Enrollment Growth & Degree Awards	\$10.0M	\$10.0M	\$12.0M	\$12.0M
4	Elevate Research	--	\$5.0M	--	\$5.0M
5	Support New Faculty Hires	\$5.0M	\$5.0M	\$6.25M	\$6.25M
6	Support Emergency Retention Funding	\$1.0M	\$1.0M	\$1.5M	\$1.5M
7	Student Success Initiatives	\$0.5M	\$0.5M	\$0.6M	\$0.6M
8	Accessible Pathways	\$0.6M	\$0.6M	\$0.6M	\$0.6M
9	New & Enhanced Programs	\$1.0M	\$1.0M	\$1.2M	\$1.2M
10	Research of Consequence	--	\$1.5M	--	\$1.5M
11	Online Degrees	--	\$0.5M	--	\$0.75M
	Total	\$31.6M	\$38.6M	\$37.6M	\$44.8M

# FY 2021 Commonwealth Conference Budget Update



## 0% In-state, Undergraduate Tuition Increase

- \$4.6M Tuition Moderation increase to GF
- Six-Year Plan assumed a 5% increase for both in-state and out-of-state undergraduate tuition and a 3.5% increase for both in-state and out-of-state graduation tuition



## Faculty and Staff Compensation Increases

- Faculty & University Staff (A/P Faculty) - 3% bonus
- Classified Staff - 3% bonus



## Student Financial Aid

- \$6.95M additional funds for undergraduate, need based aid; \$53,400 for graduate aid
- Total of \$14.0M over the biennium



## Tech Talent Initiative

- \$5.8M operating support for launch of School of Computing & increased production of BS & MS tech talent degrees
- \$84M capital support for IDIA/Arlington
- \$14M capital support for BS capital projects

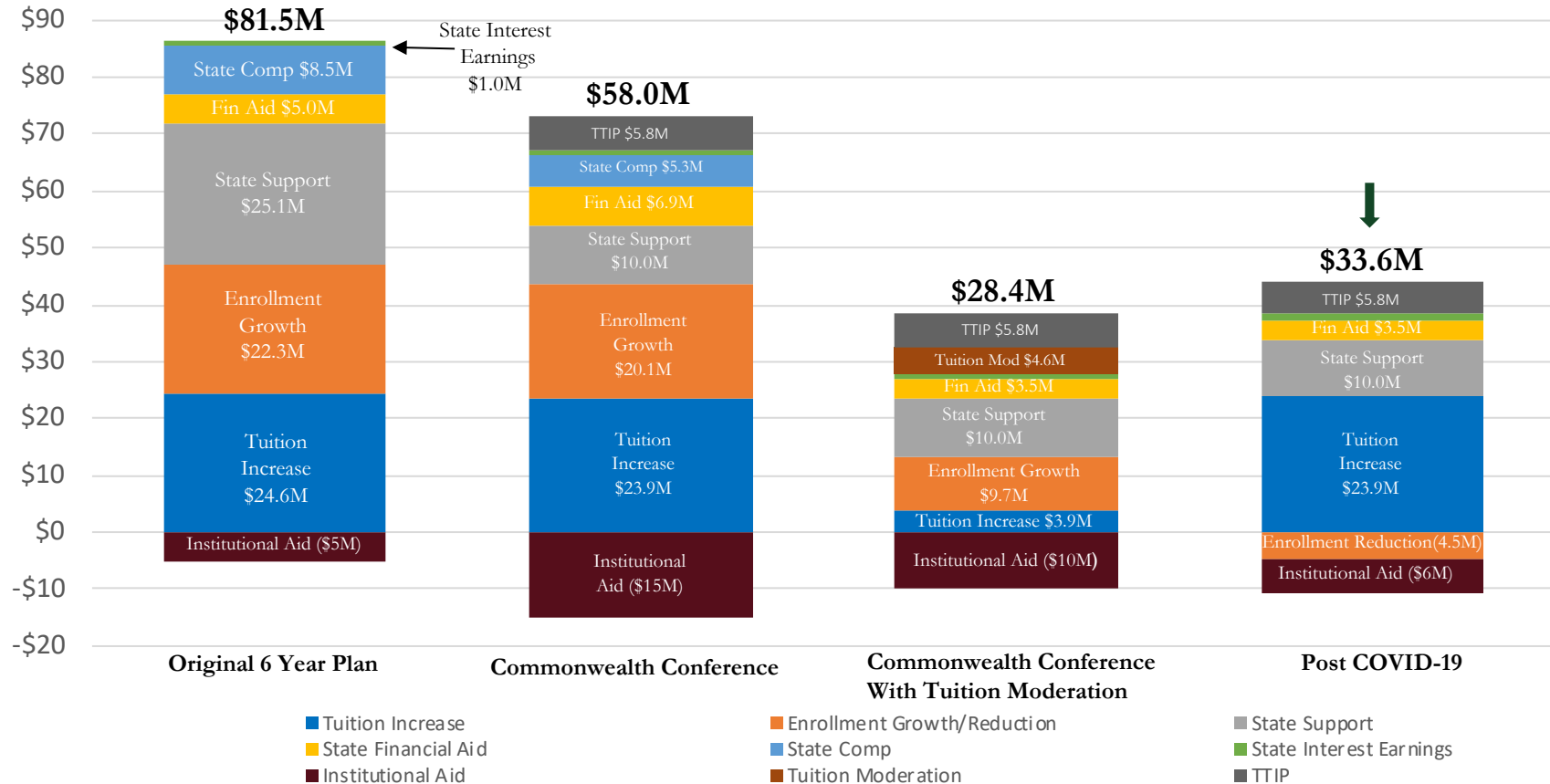


## Support for Enrollment and Student Success

- \$10M general support

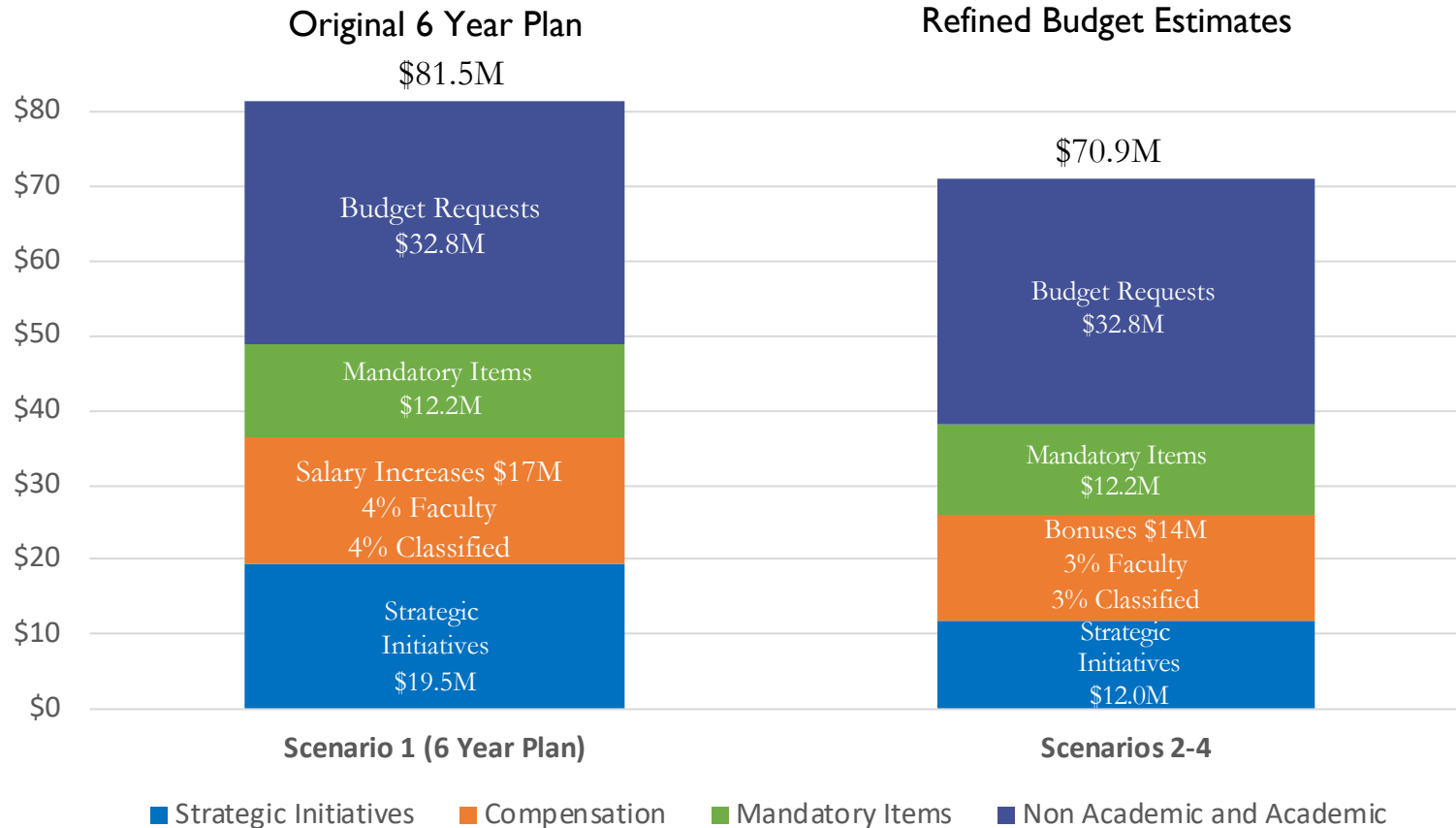
# **Budget Scenarios, Challenges and Trade-offs**

# FY 2021 Potential E&G Revenue Sources





# Proposed FY 2021 Use of Funds



## Proposed FY 2021 E&G Overview (Revised)

Category	Original 6 Year Plan	Commonwealth Conference	Commonwealth Conference (w/ Tuition Moderation)	Post COVID-19
Sources	\$81.5	\$58.0	\$28.4	\$33.6
Uses	\$81.5	\$70.9	\$70.9	\$70.9
<b>Funding Gap*</b>	<b>\$0.0</b>	<b>(\$12.9)</b>	<b>(\$42.5)</b>	<b>(\$37.3)</b>

\*Funds needed for additional mandatory expenses and strategic investments.

### Uses Include:

- Academic programs, mandatory costs, compensation, and strategic initiatives

Thank You

George Mason University Board of Visitors April 2, 2020 Public Comment Session - Written Comments				
First Name:	Last Name:	Name of organization or group:	Affiliation w/ Mason:	Written comment:
Sara	Deriso	Transparent GMU, Partners for College Affordability and Public Trust	Alumni	<p>Hello members of the GMU Board of Visitors</p> <p>My name is Sara Deriso and I graduated from George Mason in December of 2019 with a BA in Government and Political Communication. I am a member of Transparent GMU, Mason 4 Survivors, and I am a Student Coordinator with Partners for College Affordability and Public Trust.</p> <p>Today I am encouraging the Board of Visitors to freeze tuition for the FY of 2021. Mason is now receiving \$4.6 million from the Commonwealth to freeze tuition. Students and their families are suffering immensely from the COVID-19 pandemic due to a number of circumstances. Students and parents are losing work and the economic consequences of this pandemic will impact my generation for years to come.</p> <p>I graduated from a few months ago, but I am now worried about finding employment in my field when the world enters an economic depression. Although I do not pay tuition anymore, I am encouraging the Board to help my friends and fellow peers at Mason from more financial hardship than what they are already facing. Freezing tuition would help so many students continue their education at Mason.</p> <p>Thank you for your time, Sara Deriso</p>
Taylor	Crosby		Mason Student	<p>Raising the tuition and mandatory student fees for Fall 2020 counters the fact that GMU is refunding students for the Spring 2020 semester. It feels more like a ploy at regaining that money rather than improving the university. Has the board also considered the way this will effect students who have been forced out of work, or worse fallen ill, during this COVID-19 outbreak? If this outbreak continues like disease experts anticipate it could go well into June, leaving some students only two months of working before their tuition payments are due. If tuition and fees were raised, would the university consider a longer payment plan period for students who experienced a loss of work due to the outbreak to lower the financial stress? Overall, raising the tuition and fees for the Fall 2020 semester seems like it will place an undue financial hardship on students who are already facing unprecedented levels of stress. It is impossible to describe what it is like to be an undergraduate student at this moment in time, everything is uncertain and changing. As a university that boasts itself as focused on well being and focused on its students, I believe Mason should consider how devastating this would be to parts of the student body.</p>
Kailyn	DeGraeve		Mason Student	<p>We just had a tuition increase recently. As an out of state student with no help from family, this will kill my chances to continue college at mason. I already can barely afford it, increasing for out of state students makes it so much harder for us to want to come back to Mason.</p>
Sophia	Diana		Mason Student	<p>At the beginning of the year GMU decided to change its policy so we were paying by credit once we went over 15 credits for the semester. This was already an issue for many students as GMU is an expensive university to attend. GMU students pay more than most public universities require, my out of state per credit cost is more expensive than most as well. To increase tuition would be detrimental to majority of the students on campus. On top of that, we are in the middle of a pandemic. Many students are displaced or have lost their jobs. Many of their parents are in similar situations. To increase tuition during this time is a major slap in the face to the students here and I am very disappointed in hearing the news that this is being considered</p>
Kara	Gerlek		Mason Student	<p>I feel strongly that the university should focus on innovations that reduce cost instead of increasing tuition. For example, to what extent could costs be reduced by leveraging the distance learning capacity developed during the COVID crisis?</p>
Caitlin	Schiavoni		Mason Student	<p>I live in Washington, DC and still have to pay out of state tuition to go to Mason. It is already way too expensive for me and I already have thousands in debt in student loans. Additionally, with the current public health crisis, we have lost the majority of our income, likely for months, so if you raise tuition it will be even harder for me to pay for school. It's a shame someone living 45 minutes away from campus has to pay thousands upon thousands for education at a public university. Please don't make it worse than it already is.</p>
taylor	hampton		Mason Student	<p>I do not believe now is the time to increase fees/tuition. Considering the world unemployment has reach 3.3MILLION, due to COVID-19. Millions of people days are filled with anxiety and not knowing how they're going to pay their bills or where their next meal is going to come from, and now is not the time to add stress to an already stressful situation. Truthfully I cannot believe during an WORLD PANDEMIC raising tuition/fees was even a thought or inkling to begin with!</p>
Isabel	Pedro		Mason Student	<p>George Mason University should not raise tuition for the upcoming academic year. Due to the COVID outbreak, many students have been put out of work without severance pay or any sort of compensation, and are struggling just to survive on a day-to-day basis with what they have saved</p>
Caitlin	Schiavoni		Mason Student	<p>I pay out of state tuition as a DC resident and today found out the university won't even correctly refund me for my Shenandoah parking pass, and you all think it's a good idea talking about tuition raises? Despicable. It's a global health pandemic, some of us lost jobs, facing massive financial uncertainty and someone decided this is the time to discuss tuition raises?! Wow. Ashamed to be a Mason student right now.</p>
Fiona	Husch		Mason Student	<p>It is reprehensible that a tuition hike would be considered at this time. With thousands laid off, furloughed, or otherwise without work currently a tuition increase would force prospective and continuing college students to take out even larger student loans. That's even assuming that they can get private loans while being unable to provide proof of employment. To even suggest raising tuition proves that the BOV continues to care nothing for the GMU students.</p>
Kolachi	Oparanozie		Mason Student	<p>As a out of state Mason Student, I am concern about why we are increasing the tuition in the first place? If you all are going to increase the tuition, will there be more scholarships and grant programs available for out-of-state students in particular? I am concerned because majority of mason students are either out- of- state or international students. Given the current situation at hand, I was wondering if Mason could really reconsider this idea. Just last year we were hit with higher prices for taking 16+ credit courses. In some cases students do not have the option but to take 16+ credit courses to graduate on time.</p>
Ashley	Stewart	GMU Community Response Network	Mason Student	<p>I'm a full time student who was recently laid off from my part-time job and my parents now have to financially support me so I'm able to pay my bills and buy food. When I heard that the BOV was considering a tuition increase, I thought it was a joke, but to my dismay it was not.</p> <p>American society is approaching a near guaranteed economic recession and the majority of families can barely afford tuition now. Their ability to afford higher education is likely to decrease in the coming months. I'm privileged enough to come from a middle-class family and both of my parents are still able to work. However, not all Mason students are as fortunate as I am and their families have had to deal with partial or total loss of income. My mother also works at a hospital that is running Covid-19 test centers and I worry every day her likelihood of surviving the virus should she get exposed. Other Mason students might have to deal with the loss of a loved one in the coming months or multiple if they aren't currently experiencing it.</p> <p>My family and many others cannot financially afford a tuition increase. In all honesty, even discussing the possibility of a tuition increase is an insult to Mason students. If the decision is made to increase tuition, it would be made in complete disregard to the well-being of students.</p> <p>Please, I ask you to be empathetic to the plight of students and vote against a tuition increase. Show compassion in light of a global pandemic, Mason students shouldn't have to fight for affordable tuition while they're quite literally fighting for their lives.</p>
Adriana	Jaramillo		Mason Student	<p>It is extremely unfair to raise tuition given the circumstances that have occurred this past month. Many students work part time to cover cost of tuition and with this pandemic many have lost their jobs.</p>

George Mason University Board of Visitors April 2, 2020 Public Comment Session - Written Comments				
First Name:	Last Name:	Name of organization or group:	Affiliation w/ Mason:	Written comment:
Karmen	Perry		Mason Student	I feel that it is irresponsible and unnecessary to raise tuition for George Mason students, particularly in the time of a pandemic that has forced millions of Americans and hundreds of Patriots out of their jobs that they use to pay for the quality education we receive at this institution.
Erica	Harp		Mason Student	The COVID-19 pandemic has brought an unprecedented amount of financial instability to almost every American. Many Mason students work either full or part-time, and thousands have recently lost their jobs. As an institution, how can we ensure that students can continue their education without going into poverty or debt? I believe the answer is obvious: Do not raise tuition.
Shelby	Stebbins		Mason Student	Increasing tuition, the year after a change to credit overload policy, during a global crisis and economic recession is appalling. If something like this would happen I would not return to Mason
Jean	Thoensen		Mason Student	Tuition should not be raised for the 2020-2021 academic year. The Mason community is currently suffering through the unprecedented COVID-19 pandemic, and thousands of students are in dire financial straits. The fall semester may be disrupted by the virus, sending us back into online classes that we didn't choose. This is not the time to seek higher tuition; it is the time to massively increase financial aid.
Lilianna	Deveneau		Mason Student	I lived in Virginia for two years before getting accepted to GMU. However, due to failures in the financial aid office, I was not granted the in-state tuition status until two weeks after tuition was due. As a result, I was charged an out-of-state amount I could not afford. Because of this, I had to defer enrollment by a semester. Not only did this put me behind my peers and make me a newcomer in a cohort that begins together in the fall, this also added an additional semester to my graduation time; rather than completing my degree in 2 years, it will be taking me 2 1/2. That, of course, adds a lot to my cost of education. Increasing the cost of graduate (and undergraduate) courses, especially given the fact that over 1/3 of the global population is currently in quarantine and unable to work for at least months, I feel is irresponsible for all those trying to obtain a quality education to make their dreams come true. Adding another layer of expense, particularly amidst such uncertainty regarding the economy, will certainly deter students from attending GMU and cause additional barriers, as it did for me. Thank you very much for your consideration.
Kayla	Motley		Mason Student	I do not think George Mason University should increase Tuition or fees. If anything, they need to reduce the cost because there are millions of people without jobs right now, like myself and we do not know when we will be able to get a job.
Anonymous	Anonymous		Community Member	If you don't lower tuition rates to community college levels, I'm going to get everyone to sue GMU for everything it's got. Allow students to take exam at home unmonitored and allow student to retake exams. Just because you're a professor at GMU making money doesn't mean you have the right to make students lives living hells! There's more important things than college life.
Alaa	Houalla		Mason Student	Hello,  Since the campus buildings are closed and activities canceled for rest of semester, are we eligible to get a refund for the Mandatory Student Fee?
				Thanks.  Subject: Lower the Cost of Tuition For Online Classes  Hello,  As you know, the entire university and countless other universities worldwide have transitioned to online classes. I myself, as an F1 student living in Virginia with my family, who has to pay higher fees than everyone else who lives in-state, is worried about the proposition to increase the tuition rates due to the fact that we are already struggling a bit to pay for my school fees.  Since the variety of on-campus resources has halted, including on-campus jobs (which I was looking forward to in order to get some more job experience and a bit of extra income) and the fact that online classes do not offer the same sense of authenticity and reliability as real-world classes, I wish to take action to reach out and express my discontent for the proposition for tuition increase that you guys proposed after the COVID-19 pandemic crisis.  I hope that they will vote on lowered costs of tuition in order to lessen the stress, anxiety, and frustration that me and plenty of other students have been facing while dealing with this crisis while also taking in mind the unemployment status of F1 students like myself and other students who have lost their jobs, with only their family members or friends to support them financially throughout their education.  Since I will be graduating in May 2021, I want my semester's out-of-state tuition fees that my father (who works two jobs) has to pay (who also pays for my sister's college fees in Virginia) to be lower or at least a reasonable price rate.  Thanks for taking this message into consideration.
Medha	Bhati		Mason Student	Kindly, Medha Bhati
Bethany	Letiecq		Mason Faculty or Staff	Thank you for the opportunity to comment on tuition policy. I strongly support a tuition freeze given the current hardships facing Mason students and families. We must continue to advocate for state reinvestment in GMU. A public higher education should be affordable. Thank you for all you do to serve our students. And we must do more now to invest in them.